Executive Summary

This report is a summation of the Community Identity Team's efforts to identify and assess potential approaches to be used to help define the identity of the South Lake Union (SLU) community. It is comprised of four main sections and an appendix which includes supporting materials. The first section will introduce the purpose of this quarter's work. The next section reviews the research methods utilized for this report. The third section will describe the findings from the research efforts, including: information on South Lake Union's history, its existing conditions, planned actions in the neighborhood by the City of Seattle, and a summary of a focus group meeting held to identify themes in SLU. Finally, the assessment section will illustrate implementation suggestions that will increase the community identity of SLU. The primary recommendation is for an organizational structure within SLU that would include existing neighborhood organizations, such as the South Lake Union Friends and Neighbors (SLUFAN), and a new business improvement district (BID). The appendices include a matrix of potential community identity implementation strategies, a brief focus group summary, an annotated case study bibliography and results of feedback from the public open house, held June 7, 2005.

Introduction

The Community Identity Team was charged with identifying potential approaches to be used in branding or defining the community. Work to this end has entailed researching local and academic definitions of community identity and branding, noting planned actions in the area on the city's part, and looking into case studies within the city and nation as well as internationally. Efforts have been taken towards identifying a particular community identity and brand. Work in this regard has involved not only examination of historic and existing conditions in South Lake Union (SLU), but also has considered the input from members of the community through participation in a focus group.

As the work for this team has two distinct avenues, the products take two distinct forms. This report outlines the process of research as well as the recommended strategies the city and other stakeholders should undertake to implement the chosen community identity or brand. The public was presented two different but related themes, sustainability and maritime heritage, at the open house on June 7, 2005. The development of these themes tied directly to the earlier research on potential themes and strategies. To reinforce the importance of community support for potential identities, the public at the open house provided feedback on the identities and implementation strategies presented. Results from this feedback are included as an appendix.

Methods and Process

Various research methods and avenues have informed the work of this team. The process began by conducting a survey of academic definitions of community identity as well as studying the City of Seattle's definition of the topic. A study of the place branding process was also conducted to provide a background on this new practice. Research on other cities and neighborhoods that have strong community identities or have undertaken the branding process was conducted— results are summarized in the appended matrix and in the annotated bibliography. These case studies encompassed cities and neighborhoods throughout the city, state and country, as well as those abroad.

Work was further informed by research on the area itself. This included using the information provided by the History and Historic Preservation team and studying the proposed actions for SLU by the Mayor. Onsite observations were conducted in which nearly the entire area was covered on foot to provide a better understanding of what is and is not on the ground. During these outings, landmarks, gateways, existing themes and community assets were focused on.

Results and Discussion

Community Identity Definitions

Community identity definitions, in general and locally, were sought to better undertake this venture. To this end, academic definitions in various fields were identified as well as the definition endorsed by the City of Seattle. Subsequent research is summarized below. Studies from outside these two searches also uncovered another way of looking at community identity; namely, that community is not something you have, it's something you do. This suggests that implementation strategies must not only address physical issues within the community, but also include activities and events to bring a community together.

Academic Definitions of Community Identity

Academic discourse on the topic of community identity is an interdisciplinary affair that crosses the studies of Planning, Social Psychology, Sociology, Political Science, Anthropology, History, and Ethnic/Cultural Studies. Each field derives a different definition and perspective on the term "community identity."

In spite of wide ranging discussions on community identity from different fields, one common point resonates: the term 'community' has been an elusive concept for scholars to define (Mayo 2000). As the use of the term becomes increasingly popular, its definition dilutes into merely a persuasive tool or buzzword. Discourse on community identity within the field of Sociology is particularly concerned with this problem of definition. One major aspect of these definitions is the emphasis that community identity is a socially constructed phenomenon. "Central to this constructionist approach is the idea that collective identity is mutable, contingent, a product of social ascriptions, and a reflexive process involving internal and external forces and actors" (Gotham 1999). The struggle between classes and whether community identity is administered from the "bottom up" or "top down" are some of the questions this field explores.

Social psychology looks at community identity from several different approaches including the functionalist (empirical scientific methods) and discursive (derived from the theory of linguistics). Both break down the concept further into territorial-based and social relations-based. "This definition of community identity as territorially based implies the existence of distinctive but connected levels (the neighborhood, the zone, the city) which prefigure the presence of two opposing dimensions: the micro-dimension and the macro-dimension" (Colombo and Senatore 2005). The exploration into concepts of how the human psyche develops a real sense of "we" and "ours" rather than "theirs" is at the core of social psychology studies.

The field of planning is also concerned with issues of class in its discussions on community identity. In an article relevant to the current situation at South Lake Union from the Journal of the American Planning Association, Spain discusses the scenario of "Been-heres versus come-heres" (1993). The author quotes contemporary Carl Moore for what he deems "a realistic definition of 'community' from a planning perspective: 'Community exists when people who are interdependent struggle with the traditions that bind them and the interests that separate them so that they can realize a future that is an improvement on the present'" (Spain 1993). From a planner's perspective, each community has its own unique community ideology that planning professionals should be conscious of (Hibbard and Davis 1986). Sometimes, as illustrated in this article, conflict in community ideology can arise between different groups: "Been-heres have actually created the traditions that shape the community, while come-heres are attracted by their image of those and, in fact, hold different perceptions of those traditions" (Spain 1993). By understanding the multifaceted concepts of community identity – its roots in social construction, its history steeped in class conflicts, the psychological sense of territory and the idea of 'we'—the roadmap to a SLU identity is given context.

City of Seattle Definition of Community Identity

Ways of defining community identity are suggested in Seattle's Comprehensive Plan update, "Towards a Sustainable Seattle." Four ways suggested are through reflecting a neighborhood's unique history, natural features, culture(s) and sources of community pride. This definition helped inform field work undertaken in the neighborhood to identify existing conditions. It pointed directly to the unique industrial history of the area and necessitates that parks, such as the Cascade Playground and developing South Lake Union Park, be incorporated into the identity and implementation of identity in the area.

This guide presents some challenges to forming and identifying a community theme. In an area such as SLU that is undergoing immense and dramatic changes to its landscape and population base, existing natural features, culture and sources of community pride that are included or help inform an identity must be guaranteed a place in the community in the future. At the same time, environmental and population changes must be accommodated for in an identity so as to be inclusive of the short and long term futures of the area.

The Comprehensive Plan also suggests some avenues for implementation of community identity. Community facilities are valued in neighborhoods and are a fitting location for many of the events and activities suggested in this report. Further, partnerships with neighborhood and community-based organizations are mentioned in "Towards a Sustainable Seattle" and it is through these groups that many strategies ought to be implemented.

Branding

Branding is a new and growing way of marketing and promoting places. Many

cities throughout the United States and internationally have undertaken these efforts in the last decade. The process involves marketing an image of a district or city in order to boost economic development and change negative perceptions of a place that is undergoing or has been revitalized (Urban Nexus, 2004). Branding encourages economic development by luring new tourists, residents and businesses to an area that has potentially been lacking in these respects before.

The challenges in branding involve incorporating current residents' neighborhood identity and balancing the needs of various stakeholders. There is often a conflict between the branded image, which is how outsiders perceive the place, and the community identity, which reflects how those who live in a space see it. Often, a completely new identity is marketed which ignores the identity of existing residents and leads to dissatisfaction. With adequate participation by existing residents, a community may overcome this difficulty. Participation strategies include focus groups, questionnaires to business owners, and public meetings. Failing to include the public and the existing community identity can result in an altered identity that reflects the chosen image, rather than preserving existing character.

Some cities recognize that "strong brands are built on a foundation of truth" (City of Toronto). Not only is it important to consider the existing neighborhood identity in forming an image for branding, but neighborhood issues and values must be accounted for as well. Marketing of a district must be consistent with the core brand chosen, "which is not the tag line and logo, it's the … core values" (Action Swift Current).

Many cities take a "one brand, many messages approach" to reconcile the divergent interests of different stakeholders (Bennett and Savani). The goal here is to have different messages for different interest groups which helps avoid tension, since one group's advancement often means another group's loss. One problem with this approach is that the district loses the advantage of integrated marketing, which ensures that the public receives a unified message about the neighborhood.

The major steps to branding are straightforward: name creation, logo design, market research, internal communications, external public relations and advertising (Bennett and Savani, page 5). To disseminate the new brand, methods include: press releases, brochures, websites, mailings, advertisings, and word-of-mouth (Bennett and Savani, page 11). Other options to disseminate a brand include hosting events, installing banners and adding ornamentation to street furniture. Many cities rely on paid consultants to do this work for them, but others accomplish not only the research but also logo and tag line design and implementation strategies through public and private partnerships.

History

South Lake Union is a place of rich and unique history in the City of Seattle. Before any claims were staked, Native Americans used the southern portion of the lake frequently for catching fowl and other food. The grounds at Seattle Center were used for yearly potlatches. In 1853, much of that changed, as David Denny laid a claim to the land at the southern end of the lake encompassing present day Seattle Center. He proceeded to clear much of the land and would eventually open one of the busiest mills on Lake Union.

The original railroad track was laid in 1872 from Lake Union to a coal dock on Pike Street. It was abandoned only five years later but was used again in 1890 for the original streetcar line. This line went down Westlake Avenue. Transportation of coal and lumber was key to the growth of industry in SLU. The area was home to laundries, mills, lumber yards, furniture manufacturers and brickyards in its early years. During this time, the Cascade neighborhood grew as a mix of immigrants of all classes.

Lake Union took the brunt of most negative industrial impacts. By 1912, dust from saw mills had filled in the southern-most portion so much so that the southern shore line moved north one and a half blocks. The Great Seattle Fire of 1889 led to immense dumping of untreated sewage into the lake as well. By 1914, it was used to power the Seattle City Light Lake Union Steam Plant.

Both World Wars led to further industrialization of the area. Warehouse buildings became common (often replacing aging residential structures), and auto-oriented businesses and showrooms emerged. The Seattle Times moved into the area as well. The lake was used heavily in the war effort for ship-building and new Naval training facilities

Historic warehouse building

opened at the south end in 1941.

As auto-domination progressed, SLU and the Cascade neighborhood became increasingly overlooked. By 1960, Cascade was deemed a "blighted" neighborhood, largely due to having its main connections to neighboring districts cut off by freeway building; I-5 destroyed its connection to Capitol Hill and Aurora isolates it on the other side. Mercer was created in 1969 as a temporary "one-way route to the freeway," but has served as such ever since. This continues to encourage people to drive through SLU but not stop there.

Recent plans for the area have tended to result in neighborhood uproar. The Seattle Commons plan for a large downtown park failed twice in the mid-1990s. Solutions to the "Mercer Mess" have had their fair share of supporters and detractors but one has never been agreed upon. The Cascade Neighborhood, though small, has had a resurgence in active residents resulting in the Neighborhood Plan of 1998.

From this brief overview of SLU history, major themes and issues can be identified. Issues include connectivity, revitalization and environmental care. Themes that are applicable to the community identity/branding process are industry, maritime and diversity.

Existing Conditions

Field work in SLU identified main landmarks, themes, and neighborhood assets. This field work was performed with the four components of identity in mind as defined by "Towards a Sustainable Seattle." These four elements include the area's history, natural features, cultures, and sources of pride. The field work was supplemented with a review of last quarter's research findings.

A variety of assets are found within the borders of SLU. These include a rich assortment of maritime-related businesses, cruise and seaplane travel opportunities, hotels with conference centers that could be used for biotech and other area industries, art galleries, funky and functional local businesses, and historical elements in the area's architecture and built environment.

Historic sidewalk mosaics

Research focused on locating neighborhood themes and identifiers, significant architecture, important nodes of activity, street furniture, and public art. Thematic elements are found throughout a neighborhood without actually using the name South Lake Union. Seattle examples would include the Chinatown/ International District dragons or Pioneer Square's historic lamp posts. Other examples include special sidewalk material and artwork on buildings or bus stops (Photos by Catherine McCoy, 2005).

Children's art outside of a SLU private school

Within SLU, several themes were observed. Local business clusters can be important elements of a neighborhood identity. Noted clusters included furniture stores and warehouses, wholesale florists, art galleries, and maritime businesses. The furniture cluster seemed especially dominant within South Lake Union, which

sparked an idea for a flea market to add to the neighborhood identity and to appeal to tourists. Other thematic elements included historical sidewalk tiles, historic buildings and murals, and the industrial character of the neighborhood. Biotechnology may be a theme of the future for the area if more of these businesses are attracted to the area.

Street furniture as landmark

SLU business that uses the location in its name

Neighborhood identifiers can be businesses, banners, and other elements that use South Lake Union in their name. By using the neighborhood name in this way, it helps visitors know where they are and creates a better sense of identity for the residents. SLU only had a few examples of neighborhood identifiers. However, this is a relatively easy element to add into SLU as new businesses and events appear within its boundaries. The South Lake Union name can be added to street furniture as well.

The Armory—a SLU landmark

Historic building with SLU character

pedestrian, but new design guidelines address this issue. Besides the historic buildings, some places are highly visible, such as the Cascade area with its sustainable feel, and eclectic businesses like Jones Soda, Taco del Mar and Kapow! Coffee. Others include galleries such as Consolidated Works and COCA, and

Incorporating an historic façade in a new development

Architectural elements can include historic or unique buildings as well as streetscape design and landmarks. In SLU, there are many great buildings that made the neighborhood stand out from others close-by. The overall streetscape design needs improvements to re-orient roads to the

Historic laundry in SLU

new developments that hold biotech firms, apartments, and retail. Since the neighborhood plan states that the residents would like SLU to retain its texture and mixed-use variety, it is important to recognize the value of the built environment already in place, and to create new buildings that fit into the neighborhood context.

Seattle Times—architectural landmark

Streetscape details add to neighborhood identity

Rotating signs are landmarks that add a funky feel

Nodes of activity and transportation are important areas for neighborhood identity. These can be either inside the neighborhood boundary, or merely entrances to South Lake Union. The Urban Form team of Winter Quarter 2004-2005 found a variety of nodes within the neighborhood, as noted on the map of entrances. Important entrances include where Fairview, Eastlake, and Westlake enter SLU from the east. Once the streetcar line begins its route, Terry Avenue will be another significant entry. Nodes within South Lake Union include where Broad Street meets Valley Street, where Fairview Avenue meets Valley Street, where Fairview meets Mercer, and both Denny and Cascade Parks.
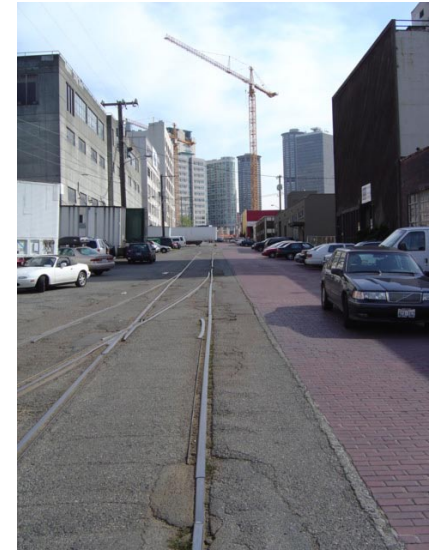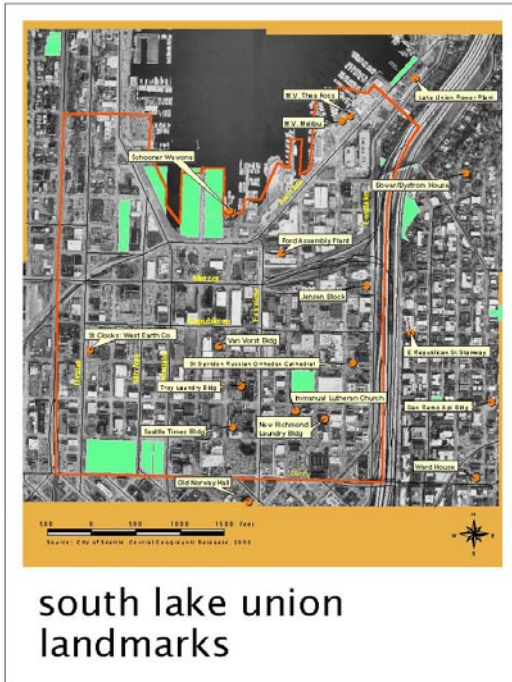

Terry Avenue will be much different with a streetcar

Cars enter SLU on Westlake

south lake union
landmarks

GIS map of South Lake Union's landmarks supplemented fieldwork. Important landmarks include: the Schooner Wawona, Ford Assembly plant, historic St. Spiridon's Russian Orthodox Church, and laundry buildings from South Lake Union's industrial past (Catherine McCoy, 2005). The Center for Wooden Boats is full of great information about South Lake Union's maritime history, which could make it a focal point for resident identity and tourism. Zymogenetics, a biotech firm, now occupies the old City Light Steam Plant, another landmark, and Shurgard has adaptively reused the historic Ford Plant.

Focus Group

Community stakeholders were invited to participate in a formal discussion to further the research conducted on the community. The purpose of the focus group was to get a feel for the community identity themes in SLU from business owners, developers, residents, and non-profit members. Stakeholders present were two residents, including a member of Cascade Neighborhood Council, a member from the Center for Wooden Boats, a member of a local church, a local business owner, a board member from the Consolidated Works art gallery, and a representative from Vulcan.

Participants identified community assets that evoke pride and that can be highlighted in the neighborhood. A few participants mentioned the Center for Wooden Boats and, more generally, the nautical feel of SLU. Others pointed out the cluster of furniture, antique, and interior decorating stores in the area.

The restaurants on Eastlake were mentioned, specifically Chandler's Cove with their whiskey crab soup. A couple of participants also brought up the Cascade neighborhood, with its emphasis on sustainability, and organizations such as the Cascade Peoples Center. The industrial feel of the neighborhood was both a safety concern for one participant and a valuable asset for another. Most participants saw the changes occurring in the neighborhood as a good opportunity, and felt that SLU was poised to become a stopping point, rather than a place to go through.

The image that comes to mind when one thinks of a neighborhood is an important aspect of community identity, thus participants identified major themes and images present in SLU. A theme that emerged was the fragmented nature of the neighborhood. Many participants mentioned that pedestrian accessibility was difficult and that the different sections of the neighborhood needed to be better connected. Also noted was that the proposed changes would help meet these needs, and that SLU would turn from a commuter environment to a pedestrian-oriented environment. The eclectic feel of the neighborhood was a positive image mentioned. The historic buildings were also seen as an asset. The larger Seattle community, as mentioned by focus group participants, perceives SLU as a non-neighborhood. For example, Carl, the owner of Antique Liquidators, commented, "South Lake Union is one of Seattle's best-kept secrets". Finally, Lake Union was seen as an important image for the neighborhood.

Participants then identified elements of SLU that differentiate it from other Seattle neighborhoods. The lake was seen as a central aspect of SLU's identity. The history of the lake and current lake activities, such as the Kenmore seaplanes were mentioned. The potential for SLU to be a "maritime museum and neighborhood" seemed possible. Using the lake for public transportation, rather than traditional dependence upon the highway, was also noted. Finally, access to the lake was seen as a barrier—one participant mentioned that he had never been in the Armory before, perhaps because of the difficulty crossing Valley and Mercer for pedestrians.

Although the neighborhood is fragmented, a community does exist and participants identified ways in which that community functions and how it can grow. All participants brought up the need for various communities in SLU to come together for a common purpose. Malaika, the Cascade Neighborhood Council (CNC) representative, spoke of Vulcan's Alley 24 development project as a good example of developers working with the community in order to preserve the historic character of a building. Events and neighborhood meetings were

also seen as essential to creating community in SLU. Bruce, from a local church, wanted better communication between neighborhood organizations, residents, and businesses in order to form partnerships. The diversity of cultures, incomes, and land use was seen as an important asset in SLU, which spurred the idea of providing space for start-up companies to help encourage local business growth.

Two themes were identified from previous research: sustainability and maritime heritage. Participants recognized these as important themes for SLU, so the focus turned to refining them in order to get a better picture of what was meant. Sustainability was seen as including a variety of aspects—environmental, social, and economic. This more inclusive view of sustainability would consist of looking after local businesses, creating housing for all income levels, designing a quality pedestrian streetscape, adding more open space, and developing more green buildings. SLU was also envisioned as a place to educate others by using the neighborhood as a model of sustainable development.

Maritime heritage was seen as a theme that describes the neighborhood's history. It was mentioned that the history of SLU was as a working lake, and now the neighborhood was changing. An idea to bring houseboats to the neighborhood was seen as an opportunity to create a unique community and to also encourage a more sustainable lifestyle.

In order to have ownership of community identity, it is important to find implementation strategies that the community supports. One participant brought up incorporating the historic buildings into more new developments. To help create a sustainability theme, it was proposed that all buildings in SLU could be built "green". A few stakeholders spoke of the importance of community events and using the parks and the Armory for more neighborhood activities. Events were seen as a great method for creating more neighborhood partnerships. Pedestrian access is limited and therefore seen as a barrier, and the need to alter the existing street network to slow down traffic and encourage more walking was identified. A farmer's market concept was brought up, and quickly the idea for a neighborhood garage sale became popular, perhaps by using empty space in commercial buildings. It was seen as a great way to pull the community together from within SLU, but also to encourage more people from outside the neighborhood to come see what the community has to offer.

Overall, participants agreed that the maritime heritage and sustainability themes were key and through this process a better definition of these themes

emerged. These stakeholders seemed positive regarding changes occurring in the neighborhood. All appeared excited for SLU to grow into a mixed-use, mixed-income community that was attractive to residents, workers, and tourists.

Planned Actions

There are several proposed actions for the SLU neighborhood. In order to determine what identity SLU should have, it is necessary to include these planned actions as well as look to the history and existing conditions of the neighborhood. These planned actions are also key to identifying appropriate and logical implementation strategies. The SLU neighborhood will be the site of many exciting changes in the years to come. The Mayor's Action Agenda for the neighborhood is summarized below:

- Build a streetcar: The city is proposing a streetcar in order to spur development of the SLU neighborhood along its path. This has worked in Portland's Pearl District and is showing signs of success in Tacoma. A streetcar is a clean and efficient way to link SLU with downtown, the new South Lake Union Park, and Denny Triangle. The streetcar would help with the area's traffic congestion by linking jobs and housing within connecting neighborhoods.

- Attract biotech jobs: SLU hopes to be a biotech hub, which it plans to encourage through industry collaboration, code amendments, and developing neighborhood amenities sought by such firms. There is already a burgeoning biotech hub in the area, with both private businesses and University research institutions.

- Create a waterfront park: The Department of Parks and Recreation is developing the South Lake Union Park, an original piece of the 1903 Olmsted park plan. A waterfront park is listed as a significant goal in the area's neighborhood plan. The park will beautify an area that is currently home to a gravel parking lot. This area has a lot of potential, housing the Center for Wooden Boats and the historic Armory. Once realized, the South Lake Union Park should draw in tourists.

- Help create a great neighborhood: In order to create a vibrant neighborhood, the plans are to implement the neighborhood design guidelines, add a variety of housing types, improve transit, create streets and sidewalks that encourage pedestrian activity, incorporate needed

services, and provide more green space. Sustainable building techniques will also be encouraged.

- Improve the Mercer corridor: Instead of SLU being a neighborhood to drive through on your way to Interstate-5, the plan is to reconnect the street grid that has been torn apart by highway construction. Seattle Department of Transportation suggests Mercer Avenue will be changed from a one-way into a two-way street with better landscaping, a median, and sidewalks to encourage pedestrian activity. Valley Street would become a pedestrian-oriented roadway that could be easily crossed and traveled on to allow for better accessibility to the South Lake Union Park.

- Upgrade essential utilities to provide for growth: Aging utilities must be upgraded in order to handle the growth planned for SLU. Sustainable techniques will be encouraged wherever possible.

- Promote sustainable development practices: The City of Seattle is looking at ways to encourage sustainability through green building methods, rainwater management, efficient mass transit, pedestrian-friendly streets, green space provision, and through environmentally-aware utility systems.

Recommendations

Overall Organizational Recommendations

South Lake Union could benefit from a broader organizational structure to implement strategies pertaining to community identity. The following recommendations include such a structure as well as potential implementation strategies. It is important to note that these strategies are general. Once a particular community identity is chosen and organizations prepare to take the lead in implementing strategies for the area, creative and specific strategies may be identified that are well suited to SLU. Beyond implementing strategies, leading organizations should monitor and evaluate the effectiveness of efforts to brand and enhance community identity, and identify new trends in the neighborhood that might provide future identities or methods.

Towards this end, the existing neighborhood organization, SLUFAN, should be supplemented with a business improvement district (BID) that can focus on economic development and marketing. While the BID will focus on commercial interests, SLUFAN would be inclusive of the entire SLU community. In addition to these organizations, the City of Seattle could staff a Neighborhood Service Center in the area to provide convenience to residents and a public face for the city in the area.

These two organizations should consider partnering to market SLU in order to implement a branding strategy that addresses both resident and business interests. Both SLUFAN and the BID should be primarily responsible for implementing any particular strategies in the community. While some strategies can be implemented by the City of Seattle or other outside agencies, many ought to be the work of the BID or SLUFAN. It is important that efforts to establish and enhance community identity, as well as brand the area, be conducted by those within the SLU neighborhood so that they have ownership of the result. Extensive public engagement must be considered. This can follow three avenues: "dialogue" (providing open forums, both formal and informal to discuss identity issues), "discovery" (encouraging citizens to participate in activities and events and then spread the word), and "development" (creating projects that enhance the area's physical and economic environment) (Detroit, Michigan).

Strategies that could potentially be implemented by the BID, SLUFAN and other groups are identified—they have been prioritized (Phases I, II, III) based on their importance and relative expenses have been assigned. Phase I strategies for the BID and SLUFAN are described in detail below, while other strategies may be found in the attached matrix.

Neighborhood Organization and Strategies

Currently, SLUFAN acts as the major community organization in the neighborhood. Their mission is to support or engage in activities that fulfill the aims of the neighborhood plan and serve as the steward of that plan "based on inclusiveness [and] respecting every community voice [and] the neighborhood's history and character" (SLUFAN website). Their involvement in implementing the plan includes work on policy and development issues, promoting community involvement and educating and communicating with the community on issues of all kinds. SLUFAN's board is informed by the work of various committees, including a planning committee.

As demographic changes and population growth occur in the SLU neighborhood, SLUFAN will undoubtedly grow as well. An expansion of the current organization

to encompass members of a new residential community will allow for that new polity to be represented. This will make sure that the organization is reflective of all the area's stakeholders. By ensuring that SLUFAN is as representative of the community as possible, the neighborhood will be more easily unified and able to best determine their community identity.

In the future, it is hoped that a community center will be located in SLU and such a center could be operated by SLUFAN. A community center is of great importance as it is often a major focus of a neighborhood. A center could allow for accommodation of large events and include amenities for residents that may not be available elsewhere such as computer workstations. At a minimum some space could be provided for workshops to take place. Since the neighborhood is currently without a neighborhood-based school, the idea would be to have a community center serve as a school for everyone—to promote "lifelong learning." The center could be funded through a matching grant from the Department of Neighborhoods and could be placed within an historic structure to root the neighborhood's organizations and events in SLU history. Alternatively, the Armory, which is already equipped with many of these amenities, could serve as the community center once connections within SLU are improved.

SLUFAN currently provides many resources to the neighborhood, including a helpful website with links to other organizations, a calendar of community events and an online community directory. Additional strategies for providing resources and building an active community are delineated below, and strategies that could be implemented at a later date can be found in the attached matrix.

- Website Design: Once branding efforts are complete, the SLUFAN website could feature the chosen tag line and logo. An extensive search of businesses and organizations in the area with websites could be done to ensure that the website links page is as comprehensive as possible—this makes it simpler for visitors and newcomers to the area. New features could include an interactive trip planner and maps and guides that can be printed.

- Arts & Cultural Development Objectives: Arts and culture are important elements in creating neighborhood identity and could be incorporated in the neighborhood plan, of which SLUFAN is the steward.

- Community Newsletter: A monthly newsletter to the immediate and

greater community can serve to keep stakeholders informed and better enable people to be active in the community. The newsletter could feature articles about businesses and the area's history as well as provide a calendar of upcoming events.

- Community Resource Directory: SLUFAN could create a printed version of its online Community Directory. Providing it in print to new and existing businesses and residents may make it more accessible for them.

- Plant-a-thons: Through landscape improvements, plant-a-thons can encourage community involvement, lower maintenance costs, and beautify the streetscape. Maintenance could be done through resident and business volunteers or through the BID's Homeless Outreach Program (see page 16).

- Spring Clean Day: Residents and business owners could participate in an annual effort to clean up their neighborhood. This could encourage social networking as well as a sense of ownership of the area.

Business Improvement District and Strategies

In order to differentiate SLU retail from that of nearby neighborhoods, an integrated marketing strategy could provide a unified image of the area's businesses. This could best be accomplished through the work of a business improvement district (BID). A BID is a non-profit organization typically financed through a property or retail tax. It is generally charged with maintenance, management and promotion of the commercial district and serves to supplement other city services. A BID is suggested over a Chamber of Commerce as the latter has a greater focus on membership benefits and networking, whereas the BID has a distinct interest in the economic development of the area. Such an organization could be housed in the same location as the tourist center.

There are a number of strategies that can be implemented by a BID in SLU. Those strategies of most priority are largely physical improvements to the area that will help make the commercial district more attractive. Others involve more direct business approaches to economic development. As the commercial district becomes more developed, other strategies can be implemented to further encourage and direct spending to the SLU neighborhood. Later strategies for the BID are described in the appended matrix, some of the first activities to be undertaken by this organization could possibly include:

- Streetscape/sidewalk design: A pedestrian friendly and human-scaled environment could be considered. Elements might include lighting, awnings, ground floor activity, attractive and navigable sidewalks, uniform street furniture and public art.

- Signage: User-friendly signage can be added to the area to aid in wayfinding and establish neighborhood identity. Wayfinding signs could include directional elements and information about activities on each block. Signs focused on neighborhood identity could include history and information on local landmarks.

- Storefront Improvements: To aid in the creation of a pedestrian friendly environment, storefronts could undergo restoration of exterior finishes and materials and improved signage. This effort could be made possible through a matching grant or revolving loan program.

- Business Competition: A competition could be held for the most innovative business concept to be financed and placed in SLU. The chosen business's expenses could be covered for an established time frame.

- Incubator: To encourage new small business growth in SLU, an incubator could provide subsidized retail space and technical assistance. When ready to move into market-rate storefronts, the BID could provide location assistance within the neighborhood.

- Homeless Outreach Program: A staff person of the BID could provide resources and assistance to the area's homeless population. Aid in locating shelters or employment could be included. Some participants could be employed in the area working on streetscape or landscape maintenance.

- Tag line and Logo: This is an increasingly popular way to market a neighborhood. Although its major purpose may be for economic development, the logo and tag line chosen are usually reflective of community values. This can be used on all advertising and community products or merchandise.

Neighborhood Service Center

In addition to the above organizations, the City of Seattle could consider establishing a Neighborhood Service Center in the area. The purpose of Neighborhood Service Centers is to "link City government to Seattle's neighborhoods" (City of Seattle, Department of Neighborhoods). Some of the services provided at such Service Centers include the ability to pay bills, networking help for community groups, referrals to local human services and facilitated communication between citizens and the city. Although the neighborhood is just outside of Downtown, and the center of City government, establishing such a Service Center will give the city a face in the neighborhood and reflect the interest and support the city is providing the area. Further, the Service Center could fill a vacant storefront in an existing or newly developed building, adding to the streetscape and pedestrian environment.

Sustainability

In SLU, there is a growing interest in sustainable design. The Cascade neighborhood has long had an emphasis on sustainability. Vulcan and the City of Seattle also are both committed to sustainable techniques where possible. There are numerous ways to implement sustainability as a theme throughout the neighborhood. Physical strategies could include urban design guidelines, streetscape design, and signage. Incentives could encourage more green building within SLU. Signage could have a logo with a sustainable icon and tagline. Sidewalks could also have the logo inset in the concrete. Some streetscapes could also be designed with pervious surfaces or other green features. Also, the SLU streetcar could have the logo and even include information about sustainable sites to lure tourists to the area. To combine sustainability with a maritime theme, public transportation could expand to include ferries to carry passengers throughout greater Seattle.

Once there is a critical mass of sustainable developments, events could highlight the area's sustainable features. A walking tour could be created to draw attention to the green buildings and educate visitors about sustainability. A tour of the inside of the buildings could be held to promote sustainable living, as evidenced in Dallas, Texas, with the "Cool House Tour." Plant-a-thons might be an opportunity to create more green spaces within SLU and increase the community's sense of identity.

Other activities could include an incubator that would be used to attract new sustainable businesses to the neighborhood. Public art, such as mural walls featuring sustainable themes, would be a good way to feature local artists, beautify the neighborhood, and add to the unique character of SLU. Finally, workshops

about issues relating to sustainability could be held at the community facility in order to encourage both SLU residents and the larger Seattle community to participate in the sustainable lifestyle possible within the neighborhood.

Maritime Heritage

The maritime heritage theme already exists to some extent in SLU; it could, however, be strengthened. Ideally, this theme would be strongest near the lakeshore and dissipate as one moves south through the community. In some ways, it can tie into the sustainability theme that will be most strong in the southern portions of the neighborhood—wooden boats and those that are moved by the power of the wind are not only both eco-friendly but also intriguing.

Some of the ways to strengthen the theme of maritime heritage might include physical strategies such as banners featuring nautical emblems (which could be a part of the community's logo), murals of historic ships or

The Center for Wooden Boats is home to the Wawona and Swiftsure

activities that occurred on Lake Union, or pieces of historic ships or industry tools featured throughout the area as public art.

Currently, the Center for Wooden Boats hosts live music events throughout the year. These, in conjunction with the Summer Nights at South Lake Union concerts, held at South Lake Union Park, will bring many visitors to the area and specifically right to the lake, giving them an opportunity to learn more about the unique

history of the community. The Wooden Boat Festival currently capitalizes on this history and specifically shares this with those that participate in the event. Other events could include rotating maritime exhibits at the museum at the Center for Wooden Boats, woodcarving events that teach the art of canoe making, and movie nights or workshops at the Armory or the Center for Wooden Boats educating the public on the former Naval Base and the ships produced there and around the area.

Finally, sites around SLU could be featured on a regional Maritime History Trail that stretches around the greater Puget Sound area. Such a trail exists along the coast of New Jersey and is an effort to preserve maritime heritage in the region. The regional trail could include sites such as museums, light houses, state parks, marinas, monuments, historic sites and scenic overlooks. One group that could be responsible for this undertaking is the Task Force on Maritime Heritage sponsored by 4Culture (formerly the King County Office of Cultural Resources).

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Case Study Websites and Annotations

Amsterdam, Netherlands
<www.amsterdam.nl>

Austin, Texas
<http://www.ci.austin.tx.us/greenbuilder/mig_4.htm>

Ballard Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/chill/>

Belltown Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/belltown/>

Birmingham, England
<http://www.beinbirmingham.com>

Boston, Massachusetts
<http://www.mainstreet.org/MediaLibrary/BostonMainStreetsAnnualRpt2003.pdf>
<http://www.cityofboston.gov/dnd/OBD/G_ReStore_Boston.asp>
<http://www.cityofboston.gov/dnd/OBD/G_Enterprise_Initiative.asp>

Burlington, Canada
<http://cms.burlington.ca/English/Background-on-Branding.html>

Colorado Springs, Colorado
http://www.mainstreet.org/content.aspx?page=5068&section=11

Columbia City Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/colcity/>

Columbus, Ohio
<http://www.shortnorth.com/CoverStoryJan03.html>
<http://www.shortnorth.com/Murals.html>

Commercial Core Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/ccore/>

Denny Triangle Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/denny/>

Detroit, Michigan
<http://www.createdetroit.com/index.php>
<http://www.coolcities.com/cm/attach/E9226032-6743-413D-9F76-2F6A4C6DC5D0/InitialReport.pdf>

Eastlake Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/elake/>

Encinitas, California
<http://awards.mainstreet.org/content.aspx?page=5130&section=22>

First Hill Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/fhill/>

Fremont Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/fremont/>

Georgetown Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/gtown/>

Golden Triangle, Washington, D.C.
<http://www.gtbid.com/marketing/>
<http://www.gtbid.com/marketing/2005_gtbid_banners.pdf>

Tagline: The Place to be in Washington D.C. The purpose of branding this district was to promote neighborhood identity and the downtown core. They implement the brand throughout the Business Improvement District (BID) through banners on all light posts, and with advertisements in magazines and trade journals. The BID highlights different audiences through its different marketing tactics. The trade ads highlight the business climate of the Golden Triangle, whereas the banners and consumer ads focus on all the aspects of the place in order to attract residents and tourists as well as business interests. The banners all feature the same colors and similar images, but highlight different features of the district (retail, restaurants, office buildings).

Green Lake Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/greenlk/>

International District/China Town Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/id/>

Issaquah Highlands, Issaquah, Washington
<http://www.ihwebsite.com>
<http://www.issaquahhighlands.com>

Ithaca, New York
<http://www.lightlink.com/hours/ithacahours/home.html>

Kirkland, Washington
<http://www.ci.kirkland.wa.us/depart/pw/transcom/archive/xwalkbas.doc>

Lafayette, Colorado
<http://www.mainstreet.org/content.aspx?page=5081&section=11>

Leavenworth, Washington
<http://www.americancity.org/article.php?id_article=88>

Leeds, England
<http://www.cipfa.org.uk/regions.ness/news_details.cfm?news_id=245>

Lower Downtown (LoDo), Denver, Colorado
<http://www.lodo.org/>

New York City, New York
<http://www.nyc.gov/sbs>
<http://www.nymsrg.org/promoting_main_street/index.php>

Newark, New Jersey
<http://policy.rutgers.edu:16080/cupr/community/organizations/projcomm/wsp/crp3.html>

New Jersey Coastal Heritage Trail
<http://www.nps.gov/neje/>

Pioneer Square Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/psquare/>

Portland, Oregon
<http://portland.bizjournals.com/portland/stories/2004/12/06/daily30.html>
<http://www.portlandtribune.com/archview.cgi?id=18522>
<http://www.portlandtribune.com/pearl/index.html>
<http://web1.sockeyecreative.com/index.cfm/fuseaction/identity./id/21/CFID/31169/CFTOKEN/   44944325/>
<http://www.peninsulacdc.org/ap_doc.html>

Queen Anne Neighborhood, Seattle, Washington
<http://www.cityofseattle.net/neighborhoods/npi/plans/qa/>

Roosevelt Neighborhood, Seattle, Washington
<http://www.ci.seattle.wa.us/neighborhoods/npi/plans/rosvlt/Section1.pdf>

San Diego, California
<http://www.sandiegodowntown.org/index.cfm/fuseaction/res.featuredCondominium>
<http://www.sandiegobusiness.org/pdf/EDC_AR03.pdf>
<http://www.sandiegobusiness.org/aboutedc.asp>
Tagline: Simplify your life…live downtown. Residential developers formed the first marketing alliance of its kind in the United States, the Downtown Residential Marketing Alliance (DRMA). Now instead of competing, the developers can share money and ideas and collaboratively market San Diego's revitalizing downtown. The Downtown San Diego Partnership heads their alliance. Developers have really liked this, as it gives their suburban counterparts more competition because

they are now marketing in the same fashion. Besides developing their tag line, they also hold events. One example is their "Downtown by Design", which drew over 1,000 people for tours of private homes over two days.
<http://www.sandiegobusiness.org/pdf/EDC_AR03.pdf>
<http://www.sandiegobusiness.org/aboutedc.asp>
Tagline: Technology's Perfect Climate. The San Diego Regional Economic Development Corporation (EDC) is a non-profit organization funded largely by the City of San Diego to market the city as a high-tech and biotech hub.

Sheffield, England
<http://www.sheffield.gov.uk/home-page>

Swift Current, Canada
<http://www.actionswiftcurrent.com/brand.html>

Toronto, Canada
<http://www.city.toronto.on.ca/branding/>
A very strong example of the public involvement process in branding. Branding project is a partnership of City of Toronto, Tourism Toronto, Ontario Ministry of Tourism and Recreation and the Toront03 Alliance. The partnership spent $1 million on research and development and expects to spend another $3 million on the rest. They first created a Branding Advisory Committee made up of business industry and community leaders. This group spearheaded a seven-week public engagement campaign during which they met with over 200 stakeholders. The "We Are Toronto" campaign posed seven questions over those seven weeks to the public and they received over 4500 answers.

West Edge, Seattle, Washington
<http://web1.sockeyecreative.com/index.cfm/fuseaction/identity./id/21/CFID/31169/CFTOKEN/   44944325/>
Interview with Kyle Vixie, Marketing Manager for the Downtown Seattle Association: The West Edge branding process was initiated in 2001 by area businesses, in consultation with Tip Top Consultants, in order to help differentiate their stores from the downtown retail core and create a brand for the area. Community surveys revealed the West Edge was the favorite brand.
        Most of the area's businesses recognized the benefit of joint marketing. The Downtown Seattle Association (DSA) allocates $35,000 per year for marketing efforts within the downtown neighborhoods. The initial branding effort cost $60,000. This included new signage, a walking tour guide and Plexiglas holder,

window stickers, information sheets, and welcome bags for businesses. They also painted a mural on 1st and Seneca.

To Kyle, the most important thing about place branding is to involve the community. If they do not have ownership of the brand, it will never succeed. The branding effort must be holistic. It is not good enough to come up with a logo and tagline; you must also address any potential barriers such as crime or physical degradation. Kyle sums this up with the "three p's" to succeed in branding: people, process, and projects.

His suggestions for branding a neighborhood: start by creating a neighborhood committee with 10-15 stakeholders. Also include a staff person from an independent agency to be focused on the process. Their work should focus on questions such as the barriers that could prevent community ownership of the brand, neighborhood assets already in place, and the overall perception of the area. The community must buy into the message, values, and future representation in addition to the logo or tagline. Look for funding from multiple sources, including grants, sponsorships, and the Metropolitan Improvement District fund through DSA. The trick with funding is to have multiple stakeholders so that it seems legitimate.

Valley Neighborhood, East Orange, New Jersey
<http://www.handsinc.org/Visions%20and%20Goals%202.htm#Goal%20#1%20- %20Strengthen%20neighborhood%20identity>

Appendix A

Matrix of Potential Community Identity/Branding
Strategies

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
Advertising	Different messages can be created for different target audiences (business, biotech, residents, sustainability, parks, etc.). This should be a regional effort extending throughout the Puget Sound area and perhaps into other parts of the state or the Cascadia region.	Marketing	BID	1	$$ or $$$ depending on coverage	
Homeless outreach program	Services and resources are provided for the local homeless population focusing on locating shelter and employment. Employment could also be offered at this location perhaps by providing maintenance of buildings and landscaping in the neighborhood.	Activity	BID	1	$$$	Golden Triangle, DC
Incubator	An incubator provides subsidized retail space and technical assistance to new and growing small businesses. When participants are able to open up their own location, help is offered in locating the business in an area storefront. These efforts are often interesting stories that make for good media pieces, and therefore, good marketing for the district.	Activity	BID	1	$$$$ if property donated	NYC, NY
Signage	User-friendly signage includes wayfinding, informational and street signage. Examples include banners on light poles, illuminated street signs, or sign posts in each block that provide information regarding block activities and addresses, landmarks and historical information.	Physical	BID	1	$$$	West Edge; Chinatown; Ballard; NYC, NY
Storefront improvements	Improvements to existing storefronts add to streetscape improvements and enhance pedestrian experiences; these might include restoration of exterior finishes or materials, new signage, or installation of awnings. Financing can be provided through matching loans or grants, or a revolving loan program.	Physical	BID	1	$$$$	Boston, MA; Newark, NJ
Streetscape/ Sidewalk Design	"Streetscape elements should reflect and enhance" the identity of an area (NYC Fashion Center BID). Pedestrian enhancement plans make sure walkers are taken care of and increase pedestrian flows for area businesses. Examples of improved streetscape elements include mosaicked sidewalks or other public art, uniform newspaper racks, human scaled lighting and attractive lightposts, sound street furniture, adequate trash recepticles, flower beds or planters and awnings.	Physical	BID	1	$$$$	Pioneer Square; Chinatown; Belltown; NYC, NY Boston, MA; Encinitas, CA

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
Tag line & logo	These elements are key to branding efforts. Logos and tag lines should be reflective of community values, and should be inventive and intriguing enough to spur the interest of outsiders. Both should be incorporated on neighborhood and business products such as visitors' guides, paid advertising, signage, websites, and newsletters. Merchandise can be produced such as T-shirts and coffee mugs.	Marketing	BID	1	$$	Swift Current, Canada; Birmingham, UK; Issaquah Highlands; Denver, CO
Business Competition	By submitting creative business proposals, entrepreneurs can compete with one another to be a new small business enterprise in South Lake Union. Resources for such things as financial forecasting and human resources assistance would be provided and the costs of start-up could be covered by the leading agency.	Activity Event	BID	1	$$$$$	Boston, MA
Website design	A unified website for the neighborhood is crucial. It should not only display the logo and slogan chosen, but also provide information on all aspects of South Lake Union. Features to include may be an interactive trip planner, calendar of community events, maps and guides that can be printed, a virtual walking tour of the neighborhood and a page for businesses with incentives to locate in the neighborhood. Such a site should also provide links to other organizations that exist in South Lake Union. These simple additions could supplement the current SLUFAN website.	Marketing	BID or SLUFAN	1	$$	Eastlake; Los Angeles, CA; Akron, OH; Denver, CO
Advertising	The existing Center for Wooden Boats currently lacks effective advertising. The current musical and special events held at CWB could be marketed better. An investment in advertising could lead to expanded interest in the Center which may result in more funding and expanded special events.	Marketing	Center for Wooden Boats	1	$$	Leavenworth, WA; Golden Triangle, DC
Historic Preservation Corridor	Historic preservation of key and historically significant buildings along Terry, Westlake, Boren and Fairview could create a wide corridor through which much community identity and history could be viewed. Riding on the streetcar (an old form of transportation) from downtown into South Lake Union, the transition from old to new, from previous industries to biotech, can be seen.	Physical	City DPD	1		Pioneer Square

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
Urban Design guidelines	Guidelines can help a neighborhood maintain or enhance its identity or brand. A balancing act must be achieved between preserving the area's history and encouraging new development. Some changes could be made to the design guidelines for South Lake Union. For instance, encouraging storefronts or restaurants to incorporate warehouse garage doors would promote the industrial history of the area. The guidelines should also work to promote pedestrian usage of the area through encouraging human scale design and discouraging drive-through uses.	Physical	City DPD	1	$	Chinatown; Pioneer Square; Denver, CO
Flags at crosswalks	To aid in the safety of crossing some of the more dangerous streets in South Lake Union, orange flags could be provided at intersections. These could also incorporate the tagline and logo of the neighborhood.	Activity	BID or City of Seattle	1	$	Kirkland, WA
Parks and Open Space	Parks within the area could be modified to reflect the identity. This could be as simple as adding themed elements such as sculptures to parks. Open space is crucial to this community and the Denny Park is in need of an upgrade. A University studio could aid in the redesign of this park, providing new ideas for the city and a better environment for residents.	Physical	City Parks & Rec	1	$$	Chinatown; Pioneer Square; Chicago, IL
Farmer's Market	Many neighborhoods in the city host Farmer's Markets weekly during the summer months. South Lake Union could be one of these.	Event	Neighborhood Farmers Market Alliance	1		
Arts & Cultural Development Objectives	Arts and cultural development are significant in the creation of neighborhood identity. For this reason, it is important to have them as objectives in the neighborhood plan.		SLUFAN	1	$	Creative City (Canadian document)
Community newsletter	Many communities use a weekly or monthly newsletter to update community members on community developments, changes and upcoming events. A regular column could be devoted to neighborhood history.	Marketing	SLUFAN	1	$	Eastlake; Issaquah Highlands; Boston, MA
Plant-a-thons	Encourage stewardship and a greater sense of community through providing participating businesses with a watering can to water the street trees or other landscaping in front of their store. This cuts down on costs by engaging the community in plant-a-thons. Free training could be provided for those residents that wish to donate their hours to plant maintenance as well.	Event Physical	SLUFAN	1	$$	

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
Spring Clean Day	An annual event in the neighborhood to bring residents and business owners or employees together. Community participating in cleaning up the neighborhood will also instill a sense of ownership in those that participate.	Event	SLUFAN	1	$	Seattle and Portland neighborhoods
Community Resource Directory	Providing residents and businesses with a directory of services and businesses in the area will help promote the area and encourage those working or living within it to fully utilize those things available in their neighborhood. SLUFAN already provides an online version of this, but printed copies could be available in the area as well.	Marketing	BID and SLUFAN	1	$	Portland, OR
Intersection repair	In order to reclaim the streets as public space, residents can improve neighborhood intersections by enhancing signage, street painting, providing an information kiosk or establishing a "Share-it-Square."	Physical	Non-profit or SLUFAN	1		NYC, NY; Leeds, UK; Portland, OR
Maritime History Trail	A regional effort as part of an existing effort to preserve maritime heritage in the region, this trail could include sites such as museums, light houses, state parks, marinas, monuments, historic sites and scenic overlooks in cities throughout the Puget Sound area.	Activity	4Culture	2		NJ
Art of Dessert	Members of the Artist Colony can be paired with local restaurants for an annual event. The event would include art and cooking demonstrations at restaurants, dessert samplings, art showcases at galleries and live music.	Events	Art Nonprofit	2		Encinitas, CA
Artist Colony	A group of local artists who have joined together in a local vacant storefront to work and display their finished pieces. The group could sponsor art themed events in the area, such as Arts Alive or Art of Dessert.	Events	Art Nonprofit	2		Encinitas, CA
Arts Alive	Sponsored by a locally formed artists' colony, original works of art can be hung as banners in the area to add to the streetscape and to reflect the neighborhood's history and identity. The banners can later be auctioned as a fundraiser for the Artist Colony or for the Neighborhood Office.	Events	Art Nonprofit	2		Encinitas, CA
Art walk	For a week, visitors and residents can stroll the district's blocks, appreciate artwork on display and enjoy promotional efforts by area businesses. Vacant storefronts can also have artwork, which markets the available space and supports the local art community. This could be done in conjunction with an Art of Dessert event or the First Thursday program.	Events	BID	2	$	NYC, NY

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
Buck$ Stop Here	A one month program encouraging purchases at local stores and promoting the BID. Customers at participating businesses receive raffle tickets for their purchases and a raffle is held at an annual neighborhood meeting.	Event	BID	2	$	Roxbury, MA
Festivals	The area already attracts some visitors with the annual Wooden Boat Festival. The focus of this festival could be widened to include a street fair and a parade as many other neighborhoods in the city do; bike races could be held to encourage alternative transportation in the area. Other aspects could be added to the Wooden Boat Festival, just as installing flagpoles with nautical banners along Valley Street in conjunction with the festival. The South Lake Union park could be promoted as a perfect spot to watch the 4th of July fireworks across the lake at Gasworks. Vendors and live music could accompany this event.	Events	BID	2	$$	Chinatown; Fremont; Wallingford; Capitol Hill; Lafayette, CO; Amsterdam
Live music events	A variety of free musical choices could be provided throughout the summer at the park. This would not be similar to or in competition with "Summer Nights at South Lake Union," which charge admission and are exclusive. Stores can take advantage of the increased traffic flow and offer promotions to lure in customers. Live music could also be performed on pontoons out in Lake Union which would be quite an attraction for the area.	Events	BID	2	$$	NYC, NY; Amsterdam
Public art competitions	Public art can be used to spruce up sidewalks, blank walls and even intersections. Competitions can involve local students, galleries, residents or businesses and their employees. Examples include competitions to create murals, street banners or tiles for planter boxes.	Events	BID	2	$$	Colorado Springs, CO; Chicago, IL
Restaurant events	"Taste of" events could be held throughout the area in conjunction with the annual Bite of Seattle event. Restaurants in the area could be featured at one location offering samples of their best dishes for one price.	Events	BID	2	$	NYC, NY; Boston, MA
Tourist Center	A tourist center would be the home base for the BID, would provide information on the area and would employ District Ambassadors to guide tourists. A center like this could attract tourists and offer them information on the area's unique background and landmarks.	Activity	BID	2	$$$ or $$$$$ if site not donated or already owned by city	NYC, NY; Golden Triangle, DC

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
TV programs	A series of mini-shows on a participating local news network could run once a week for a month featuring views on different aspects of South Lake Union such as the new image, sustainability, biotech or maritime history.	Events	BID	2	$$$ could be cheaper w/ student projects	Birmingham, UK
Shuttle	Until the streetcar is in place, a shuttle service could be run in conjunction with the Tourist Center. This could provide more access for visitors to the area as well as help develop regular customers for the future streetcar.	Physical	City of Seattle (Streetcar)	2	$$	
Mural walls	Can be used to create landmarks, reflect history or beautify an area. There are many ways to include the public in this: have a public art competition for mural design, recruit volunteers to paint or to choose the locations.	Physical	SLUFAN	2	$$	Columbus, OH
Share-It-Square	This is an effort to encourage reuse among community members. Unwanted clothing or household goods, as well as other items, can be exchanged among residents by creating a resident-made space for this sharing to occur.	Physical	Non-profit or SLUFAN	2		Portland, OR
Walking Tour	Tours could focus either on sustainability (feature green buildings and other amenities) or showcase the area's history. This could be as simple as providing brochures with information and maps or renting CDs for those who wish to hear about locations on a tour.	Activity	Seattle Historical Society or SLUFAN	2	$	Wallingford; Pioneer Square; Redmond, WA
1st Thursday Art Walk	The many galleries in South Lake Union could be showcased as participants in this event that already occurs elsewhere in the city. Live music, vendors and extended hours at galleries and businesses would help attract visitors and more businesses.	Activity	Seattle Office of Arts & Cultural Affairs	2		Fremont; Pioneer Square; Portland, OR
Flea Market	To supplement the many furniture and antique shops in the area, a flea market focused on those products could be held quarterly. It should be advertised as a regional attraction.	Event	BID	3		Fremont
Gateways	One way to create gateways to a neighborhood is to install arches at the major entrances. Arches were used once in Seattle to mark the entrances of temporary events, but could easily be used permanently or throughout the main tourist season. Other communities have brought back historic arches as permanent fixtures in their neighborhood.	Physical	BID	3	$$$	Columbus, OH

Strategy	Description	Type	Proposed Lead	Priority	Funding	Case Study
Shoppers card	A program in which consumers pay a small membership fee in return for a discount card and business directory of participating businesses in the area. This could be done in conjunction with a holiday shopping program to get people moving and buying in the BID.	Activity	BID	3	$	Boston, MA
SLU Dollars	Similar to the efforts of small towns to encourage purchases within the district, gift cards could be produced that are valid at any participating business in South Lake Union.	Activity	BID	3	$	Ithaca, NY
Rotating maritime exhibits	Changing exhibits or seminars at the Center for Wooden Boats may increase foot traffic and visitors to the area.	Events	Center for Wooden Boats	3	$$	Amsterdam
Woodcarving mural project	Wood carving of murals or small boats at the Center for Wooden Boats not only provides a chance for community members to come together, it could be a regional attraction and the resulting art could be featured throughout the neighborhood to improve streetscapes.	Event	Center for Wooden Boats and BID	3	$$	New Westminster, Canada
Frequent Events	Frequent events for adults and children of all ages aid in the establishment and enhancement of community. Many should be tailored to the interests of residents. Examples can include movie showings (outdoors in summer) hikes, religious study groups, club meetings, bunco, scrapbooking or poker nights, community garage sales or vendor gift fairs. For the most part, these events should be held at the Community Center to establish its place in the neighborhood.	Events	SLUFAN	3	$$	Fremont; Issaquah Highlands
Monthly workshops	Workshops held monthly at the Community Center could attract not only residents but other visitors as well. Seminars focused on sustainability would help promote South Lake Union as a sustainable center.	Events	SLUFAN	3	$$	Eastlake; Dallas, TX; Frederick, MD
Neighborhood Tours	Tours of neighborhood residences can be used as fundraisers for the community. Examples include tours focusing on gardens, bungalows, historic buildings, or holiday decorated homes. An urban home tour can be advertised to those not currently living downtown who are interested in knowing what it might be like. A "Cool House Tour" might showcase green homes in the neighborhood and could include features on alternative living habits or organic food.	Events	SLUFAN	3	$	Wallingford; Pioneer Square; Dallas, TX

Appendix B

Focus Group Participants and Questions

Focus Group Participants and Questions

SLU Focus Group
May 11, 2005

Focus Group participants included representatives from:

Neighborhood residents
Local small business
Cascade Neighborhood Council
Vulcan
The Center for Wooden Boats
Consolidated Works
Local church community

Questions

In SLU, what is your favorite spot to take out-of-town visitors?

What makes SLU different than any other neighborhood in Seattle?

What makes SLU a community?

What themes can you identify in the neighborhood?

How would you see these themes being played out in the neighborhood?